

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
JANUARY 18, 2002, IN THE ALUMNI HOUSE

The meeting was called to order by Vice President Lehman at 2:15 p.m.

Present: President Trachtenberg, Vice President Lehman, Registrar Geyer, Parliamentarian Pagel; Deans Futrell, Phillips, Southby Tong, and Williams; Professors Castleberry, Divita, Duff, Gallo, Glascock, Griffith, Gupta, Haque, Harrington, Hoare, Johnston, Kennedy, Maggs, McAleavey, Mergen, Miller, Pelzman, Robinson, Simon, Thornton, West, Wilmarth, Yezer, and Zaghloul

Absent: Deans Folkerts, Harding, and Young; Professors Cawley and Nagy

APPROVAL OF THE MINUTES

The Minutes of the regular Faculty Senate meeting held on December 14, 2001, were approved as distributed.

Professor Gupta commended the Senate Office on the newly-instituted Short Summary of the Minutes. This was something that he requested, he said, and he thought that the Summary was well done and a useful thing to have.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

Professor Robinson moved that the order of the Senate's agenda be changed in order to consider the Report on the Medical School as the next item of business. The motion was seconded, and passed.

REPORT ON THE MEDICAL SCHOOL AND HEALTH SCIENCES

Vice President John F. Williams briefed the Senate on new developments in the Medical Center and the School of Medicine. He began by saying that the last few years have been tumultuous for health care, and just in the past few months it looked as if the sector was returning to the early 1990's once again, as Mt. Sinai Hospital in New York has just reported a loss of \$125 million. In addition, possible dissolution of the merger between Cornell and Columbia was also under discussion, and if this happened, it would be the next to the last one. The only intact group at this point, he said, was Massachusetts General/Brigham. Beth Israel Deaconess, one of the finest research institutions in the world, has just announced a layoff of 700 employees, along with cutting their faculty by about a third, and their residency programs by about a half. It seems inevitable, he said,

that eventually the federal government will have to get involved and stabilize the health care sector, but it is not possible to predict when this might happen.

Turning to the GW Medical Center, Vice President Williams reported that in the last year a number of successful personnel searches have been concluded, and presently the Chairs in Ophthalmology, Neurosurgery, Dermatology, Microbiology, Tropical Medicine, and Immunology have been filled. Also, over the past year and a half, 15 new faculty members have been brought into the basic science departments, and 30 to 40 clinical faculty have been added. He added that searches are now underway for Chairs in the departments of Pathology, Internal Medicine, and Physiology. The Physiology search is presently in the stage of interviewing second-round candidates, and it is hoped that position will be filled by July, prior to the start of the next academic year.

Vice President Williams outlined a number of interesting developments on the student front. A student exchange program with a consortium of hospitals in France has been established, and students rotate to hospitals in and around the Paris metropolitan area; in turn, French students come to the GW Medical Center to pursue rotations here. A similar program has been established in Costa Rica, and two more exchange programs are planned for Panama and Kenya. These programs involve all of the students at the Medical Center and the School of Public Health and Health Services. In addition, he said, students continue to be very active with Operation Smile, which is a group that performs surgery on children with cleft lips and palates, without charge, all over the world. Vice President Williams added that he would be going to India to participate in such a mission on January 29th.

Vice President Williams outlined three goals set by the School and the Medical Center in response to Vice President Lehman's Excellence initiative. The first in their Five Year Plan is to become a Research I Institution. He noted with pride that the Medical Center has increased its external funding significantly -- over 45% in the last three years -- and the goal is to double research funds within a five-year period. The second goal, he continued, is for the Medical Center to become a leader in innovative teaching programs. GW was the first school to adopt the "Practice of Medicine" curriculum, where first year medical students are introduced to patients, and they learn to take medical histories and perform physical diagnoses. Those who start in the program stay together throughout their four years of medical school, with didactic sessions beginning in the fourth year.

The third Pathway to Excellence in the Medical Center is in the area of global, or international, programs. More is being undertaken in cooperation with the School of Public and Health Service and the Elliott School of International Affairs than ever before, and programs are underway with the Law School as well. This enables the Medical Center to take advantage of partnerships, whether with other countries, or with institutions in other countries.

Another entity with which the Medical Center has solidified a partnership is the Holland Lab/Red Cross, and GW's Department of Immunology is actually located there. In the last few years, the Medical Center has also been able to solidify other partnerships in the D.C. Metropolitan area. One such partnership is with the Institute for Genomic Research, or TIGR, and as a result of that collaboration, GW's name has appeared on at least three articles in Nature and Science over the past year and a half. GW's latest partner, he continued, is the Sabin Vaccine Institute, where the Medical Center was successful in obtaining a \$16 million Bill and Melinda Gates Grant to develop a vaccine for hookworm. This particular disease, he added, affects nearly 2 billion people worldwide, and is a major cause of infant morbidity and mortality.

Vice President Williams stated that one of the Medical Center's major goals is the formation of academic and industry and government relationships. Dean Williams and Interim Dean Southby, of the School of Public Health and Services, are working together to put forth a business plan to introduce to the State of Virginia which would provide for GW to establish a satellite School of Public Health in Northern Virginia. Since Virginia does not have such a School, it is believed the State would be interested in such an idea, and thus far, preliminary contacts with two of the local congresspersons have shown them to be receptive.

Another project of interest, he added, is the development of vaccine biotechnology, particularly in Northern Virginia, where a strong biotechnical corridor is located, and where GW could have a significant influence. The federal government is also expending billions of dollars in emergency preparedness and the effort to combat bioterrorism. For a number of years, GW has had experts in bioterrorism and disaster preparedness on its faculty in both the Schools of Engineering and Applied Science, and in Business and Public Management, as well in the Medical Center. GW established the first decontamination unit in the country outside of a military installation several years ago, and once the new Hospital is ready, this equipment will be updated further.

As a result of work that GW has done in the area of biological decontamination, he continued, Presidential motorcades now consist of nine cars rather than eight; the ninth is actually a mobile biotechnology decontamination unit that GW helped to create for the President of the United States. In addition, the Medical Center is working to establish an Institute for Emergency Public Health, and it will respond to Requests for Proposals from both the Federal and District governments in the areas of nuclear, biological, and chemical preparedness. Finally, in the biotechnology area, he said, GW also has the only Biohazard Level III laboratory in the D.C. Metropolitan Area, and several years ago after an incident at the B'nai B'rith, that hazardous material was brought to GW rather than being transported across the city to Gaithersburg. GW will continue to work on cooperative agreements with both the FBI and the Department of Defense.

In conclusion, Vice President Williams said that obviously, one of the most exciting developments is the construction of the new Hospital which is scheduled for completion in

June, 2002, with occupancy beginning August 15th. A unique feature of the new Hospital is that the sixth floor will be owned by the Medical Center and the University, and a state-of-the-art student and resident education and research resource will be located there. Included will be simulated operating and examining rooms, and both the Residency Review Committee and the Association of American Medical Colleges will test GW students to review their competence in taking medical histories and performing procedures on standardized patients. Monitoring of student performance as well as feedback from professors will be a part of this center, and students will be able to learn a number of highly technological procedures on mannequins.

Overall, Vice President Williams said, budgetarily the Medical School is in good shape, and will have a breakeven budget this year. The School also received 8,500 applications this year for 150 available seats. In all of the objective measures, from test scores to residency placement, the School remains very, very, strong.

Professor Griffith asked Vice President Williams if the School were planning to appoint a new Dean of the Medical School. Since Vice President Williams serves both as Vice President and Dean, this means that Interim Dean Southby of the School of Public Health and Health Services reports to a fellow Dean, and this arrangement seems to pose a slight awkwardness. Vice President Williams acknowledged that the arrangement does seem somewhat awkward, but that probably over half of the Medical Schools in the country have combined the titles of Dean and Vice President, or Dean and Chancellor. This is because, as the clinical enterprise shrinks, there is no need for a Vice President to manage, but one is needed to manage the relationships. Whereas previously Vice President Williams had direct responsibility for the Hospital, the Practice Plan, and the Health Plan, the position has evolved into a more administrative and negotiative one. The relationship is a delicate one, he said, but it works.

Professor Griffith also said that he understood that the University has a twenty percent stake in the Hospital, and since several million dollars were lost last year, if that would impact the Medical Center's budget, and if that budget would have to cover the shortfall. Vice President Williams responded that the arrangement negotiated with the Hospital provides that the University benefits when the Hospital produces a profit, but does not suffer when the Hospital has a loss. For every dollar the Hospital makes, he said, GW receives twenty cents, and for every dollar they lose, the University contributes nothing.

Expanding somewhat on the health care environment in Metropolitan Washington, Vice President Williams said that the Hospital would lose money again this year despite the fact that there has been a 62% increase in admissions, an 8% increase in surgeries, and the length of stay has actually been reduced. In normal circumstances, this would mean the Hospital would profit. However, there is a nursing shortage in Washington and there was also a nursing strike at Washington Hospital Center. The latter will lose \$18 million this year although their admissions increased 1%. It is estimated that Georgetown University

Hospital will lose \$31 million. Academic health centers house 6% of the hospital beds in the United States, but they provide 47% of uncompensated care. These academic health centers are located in all the urban areas, and have become the safety net for the country. While some money to reimburse uncompensated care expense is available, it is not nearly enough.

In addition to difficulties at academic health centers, margins have even shrunk significantly at suburban hospitals. The health care system is extremely fragile, he said, and if one of the hospitals were to go out of business, it would be a disaster for all of the hospitals in the area, so it is hoped that all area hospitals remain healthy.

Professor Robinson asked about the impact of D.C. General Hospital's closing. Vice President Williams that it had had a small impact, and that he expected that Greater Southeast Hospital would have the greatest burden following D.C. General's closing. GW has seen a slight increase in uncompensated care, but at the same time its bad debt has actually been reduced by approximately one percentage point, or the equivalent of about \$2.5 million.

REPORT ON THE STATUS OF THE UNIVERSITY CLUB

Associate Vice President for Student and Academic Support Services Mike Gargano introduced Assistant Vice President for Student and Academic Support Services Johnnie Osborne, and then commenced his report to the Senate.

Associate Vice President Gargano said that in September of this year, responsibility for the operation at the University Club had been transferred to Vice President Chernak's Office, and that Dr. Chernak had decided to have Messrs. Gargano and Osborne examine Club operations and consider and evaluate its status. Over the past four months, he said, numerous club members, faculty, staff, and students have been consulted in an effort to assist Student and Academic Support Services to determine the direction in which this operation should move over the next 24 months.

Associate Vice President Gargano said that a primary objective over the past four months has been to reintroduce the University Club to the GW community. This was done in November and December, he said, by having an open house, and inviting people to come in and sample the food without the requirement of membership. A second objective, more important than the first, he said, was that of changing the culture of the University Club, so that it could become an integral part of the University community instead of being viewed as a stand-alone organization or exclusive and expensive gourmet restaurant. The goal, he said, was to have the Club become a place where the community gathers, meets, and socializes, so that it becomes a part of daily life. Already, he said, some dramatic improvements have been observed, and it is anticipated that if this continues over the next six months, more growth in membership will take place.

As an indication of new directions for the Club, since September, over 75 new members have joined, which is phenomenal compared to what had gone before. On January 23rd, a new shuttle service will be provided to transport people to the Club during the lunch hour. This shuttle will run from Funger to Rice Hall and on through the campus for a 2 1/2 hour period. A new "University Club in the Know" series has been created which will bring national and international figures, and faculty to lecture at the Club during mealtimes. This new series will begin on January 29th and Congressman Marty Meehan from Massachusetts will come to Club to speak on the day of President Bush's State of the Union address.

A new weekly jazz night has also been scheduled at the Club, and Student and Academic Support Services is working with Lisner Auditorium and Performing Arts to create a theater and dinner package, beginning with the upcoming Flamenco Festival.

Assistant Vice President Osborne continued, describing other initiatives underway at the Club. In addition to some of the other entertainment additions, there will be an "open mike" night. The Riverhorse Room has been converted into a more welcoming environment, where nonmembers can come to watch GW games, or just have a happy hour after work.

In order to address the perception that it takes too long to have lunch at the Club, a 59 minute lunch -- guaranteed -- has been put into place. Members can actually fax their order to the Club, and if they cannot leave their offices, sit down to lunch and make it back to their offices within 59 minutes, lunch is free. The buffet has also been reintroduced, as this was a very popular option at the old University Club in the Marvin Center. The buffet is reasonably priced at \$11.95, and the menu changes on a daily basis.

Associate Vice President Gargano said that another issue that was brought to their attention was the cost of lunch at the Club, so in addition to the buffet, there is now a "Signature Lunch" option, priced from \$5.00 to \$6.95, which features several entrees including chicken and sirloin steak. Another feature of the old University Club that has been revived is the establishment of a faculty joiner's table on the main floor so that members can come in and sit comfortably at a faculty-hosted table without the necessity of dining alone if they do not know other members.

Professor Gupta observed that departments used to have free membership at the old University Club, and they were able to use that facility for group functions or for candidate luncheons in connection with departmental recruiting. This is apparently not being done at the new Club, he added. Associate Vice President Gargano responded that they have requested some sort of departmental card that could be used for such purposes, but there were details to be worked out, such as the number of people who could use the card, and the number of times it could be used. He added that he expected this to be available soon.

Professor Griffith asked if the University Club was self-sustaining, or if it was still subsidized. Assistant Vice President Osborne responded that the Club is not making money at this point, and operates at a deficit; it is a long way from breaking even. If the Club does not correct its present financial status, he said, it probably will not remain, and this will be a real disappointment for President Trachtenberg, because his vision was that the Club would become the focal point of the University as far as dining is concerned. That is why Dr. Chernak's staff is doing everything they possibly can to let the campus community know that the Club has changed, and every effort is being made to establish new programs and encourage people to use the Club. Thus far, he added, they do see some positive and very optimistic results, and people have been very responsive.

Professor Kennedy asked if anyone had thought of reducing the dues and luncheon prices further, as this seemed to be the main obstacle at this point. Assistant Vice President Osborne responded that every part of the menu and the pricing are under review, but that the issue of reducing membership fees has not been raised. Professor Kennedy then asked what the fees were for the old University Club. Associate Vice President Gargano responded that the difference between the old and new Clubs is that the new Club is a member-supported Club that is managed by Club Corp, and membership allows use of other Club Corp properties such as the Tower and the City Clubs as well as a network of private Clubs around the country, such as the Harvard Club. This represents a lot of added value compared to the old University Club, he said.

Vice President Lehman asked if the basic membership gave members access to the other Clubs, and Associate Vice President Gargano clarified that this access was available at the higher Associate level. Professor Thornton asked if a survey of faculty eating habits was contemplated, and Associate Vice President Gargano said this was on the agenda in the next six months. He then asked how many faculty spend between \$5 and \$10 for lunch and the question received no response. Professor Miller said that he thought many faculty don't eat lunch because they don't have time, but that another target of opportunity for the Club might be after working hours. However, he said, if he were looking for a place to sit down informally with his graduate students, the incremental cost of refreshments when the \$30 a month membership fee is factored in gets to be pretty high, and the Club would probably not be the first choice for socialization as it now stands. He added that he thought if he were in Boston, he probably would not be likely to use the Harvard Club, and that he understood that this feature is a value, but it does not necessarily have value to everyone.

Professor Wilmarth said that he thought the monthly fee is an issue and a reduced faculty fee might be considered. He said that he thought many faculty would find a monthly fee of \$10 or \$15 a month reasonable, but that \$30, or even the reduced membership of \$24 a month, is not an insignificant sum. Professor Gupta observed that the Club membership fee is actually higher than the new Wellness Center monthly fee.

Professor Griffith reiterated an earlier complaint that he had made concerning the very high penalty charged by the Club if it does not receive member checks on time. Last December, he said, he put his check in campus mail on December 27, but it was not

processed by the Club until after the deadline, and a \$4 or \$5 fee was levied as a late penalty. Subsequently, when another holiday came along, Club staff levied a late fee in advance, just in case payments were late or they did not have time to process them before the deadline. In the event payments were received on time in this scenario, the Club would refund the advance late fee. Professor Pelzman expressed surprise that such a large amount of interest was charged for just a few days.

Interim Dean Southby inquired about the mandatory 20% gratuity which is now levied in advance of a meal being served at the Club. Dean Southby added that he would much prefer the system where checks are presented for signature after the meal with the gratuity added at the discretion of the customer. Assistant Vice President Osborne responded that this had been discussed at length, and that now, with Associate membership, if a member goes to any Club other than the GW Club, the 20% gratuity is automatically charged. If members don't have the Associate membership, the size of the tip is discretionary at the GW Club.

Vice President Lehman asked for a clarification on this point. He said he thought that the procedure as of January at the GW Club would be that members sign their checks before the meal is served and a 20% gratuity would be automatically added. Members would have to request that a check be presented after the meal in order to exercise discretion over the size of the gratuity. The 20% gratuity policy appears to be similar to the one in place when the Club first opened, he added. Assistant Vice President Osborne confirmed that the original gratuity had been 20%, but the amount charged to faculty and staff was reduced to 15% and the Club paid a 5% subsidy; the wait staff thus received the full 20% gratuity.

Associate Vice President Gargano concluded his report by thanking the Senate for its attention, and he invited faculty to provide input and feedback to Student and Academic Support Services as they work to reinvigorate and improve the University Club. It is expected that another mailing will be done shortly, inviting faculty and staff to join the Club, with the initiation fee waived for a limited period of time. He also invited faculty to volunteer to host the faculty joiner's table, in return for which they would receive a free lunch.

GENERAL BUSINESS

I. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed.

II. NOMINATIONS TO SENATE STANDING COMMITTEES

Professor Griffith moved the nomination for election of Professor Frederick Lindahl to the Fiscal Planning & Budgeting Committee. The nomination was approved.

III. INTERIM REPORTS OF SENATE STANDING COMMITTEES

An Interim Reports was received from the Faculty Development & Support Committee. (The Report is attached.)

IV. BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements or questions.

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 3:15 p.m.



Dennis L. Geyer
Registrar



DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT

INTERIM REPORT OF
THE FACULTY SENATE COMMITTEE ON FACULTY
DEVELOPMENT AND SUPPORT

January 18, 2002

The Committee on Faculty Development and Support has collected the reports recommended by Vice President for Academic Affairs Don Lehman.

The Committee will be meeting on January 28, 2002, at 4 p.m. in the Department of Tourism and Hospitality Management to continue discussion of these documents and its plan of objectives for AY 2001-2002, as stated in an earlier report.

The Committee's Acting Chair will be meeting with Professor Miriam Galston of the Law School, chair of the Committee on the Status of Women Faculty and Librarians, and Murli M. Gupta, former chair of the Faculty Development and Support Committee to reestablish connection between the activities of the two groups.

Submitted by:
Ginger Smith, Ph.D. *Ginger Smith*
Director, AMTA
SBPM

Committee members:
Ginger Smith, Acting Chair, SBPM
Prabhir Bagchi, Business Administration, SBPM
Natalie Frank, Psychology
Amy Mazur, Education, DTPSE
Carlos Palant, Medicine
Carl Steiner, Emeritus, German

REPORT OF THE EXECUTIVE COMMITTEE

January 18, 2002

PROFESSOR LILIEN F. ROBINSON

COMMITTEE SERVICE

Please note that the forms for service on Faculty Senate Standing Committees and Administrative Standing Committees will be distributed shortly. I urge you to consider volunteering for service and to encourage your colleagues to participate in an activity which is at the core of faculty governance. As some of our newer colleagues may not be familiar with the activities and accomplishments of Senate Committees it would be useful if you would provide them with such information. The Executive Committee will be preparing a brief summary on the Faculty Senate for distribution at the time of the Faculty Orientation in the Fall.

EXECUTIVE COMMITTEE APPOINTMENTS

The Executive Committee has appointed the following Senate colleagues to serve on the Oscar and Shoshana Trachtenberg Prize Committees: Professor David McAleavey-Teaching; Professor Emmet Kennedy-Research; and Professor Lynda West-Service.

ELECTION OF FACULTY SENATE MEMBERS FOR THE 2002-03 SESSION

A memorandum from the Executive Committee was sent to the Deans last month regarding election of members of the Faculty Senate from their respective schools. The Faculty Organization Plan requires that these elections take place prior to March 15, and the Executive Committee has requested that the results be transmitted prior to that date so that the organization of the Senate for the 2002-03 Session can be accomplished. The Executive Committee would appreciate your assistance in having this item placed on the agenda for the next meeting of your school.

FEBRUARY MEETING OF THE SENATE

1. The Executive Committee is reviewing its draft of a resolution pertaining to the Senate Committee structure for presentation at the February meeting.

2. We will be continuing our program of reports from the Academic Deans. Dean Timothy Tong will be presenting a report on the School of Engineering and Applied Sciences at the February meeting. Numerous colleagues from throughout the University have indicated how much they appreciated having this information available to them through the Senate Minutes and how especially useful it was to be informed on the activities of the other schools.

3. Following up on the Executive Committee's last report, we have invited Dean Whitaker to provide an update on the College of Professional Studies. This has been scheduled for the March meeting.

4. Please note that the time of the regular February meeting has been changed to 3 p.m. rather than 2:10 p.m. because of the regularly scheduled meeting of the Board of Trustees on the same day, February 8.

5. Further, because of the holiday schedule for January and February, it may not be possible to send out the Minutes with the Agenda as it takes some time to produce the transcript. However, the Minutes will be posted and distributed as soon as feasible, and certainly prior to the scheduled Senate meetings.

ANNOUNCEMENTS

1. Please be advised that pursuant to the Senate's Resolution on the Academic Excellence Strategic Planning Initiative, on December 18, Vice President Lehman notified the Deans that the deadline for submission of the proposals was being extended to March 1, 2002.

2. The Chairs of Senate Standing Committees are asked to present an interim report with respect to Committee activities at the meeting of February 8. A written report would be welcomed in the event there is not sufficient time for oral presentations.

3. The next regular meeting of the Executive Committee is scheduled for Friday, January 25th. Please submit resolutions, reports, and any other items for the February 8th agenda prior to January 25th.

4. Finally, as some of you may already know, Doris Trone retired from the University this month. She did not wish to have any announcements made prior to her departure or events in her honor, and the Executive Committee abided by those wishes with great reluctance. Nevertheless, I would like to have these Minutes reflect the sincere appreciation of the Faculty Senate for her twenty-nine and one-half years of dedicated, effective, and efficient service to the University. She has been a loyal member of the University, a staunch supporter of the Faculty Senate, and a caring friend. She has our best wishes for good health and the enjoyment of the many activities she has planned.

We are fortunate that Sue Campbell, with whom many of you have already worked, is our new Faculty Senate Activities Coordinator. I know you join me in welcoming Sue and will assist her as she assumes her challenging new duties.

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

January 7, 2002

The Faculty Senate will meet on Friday, January 18, 2002, at 2:10 p.m., in the Alumni House, First Floor, 1925 F Street, NW.

AGENDA

- (1) Call to order
- (2) Approval of the minutes of the regular meeting of December 14, 2001, as distributed
- (3) Introduction of Resolutions
- (4) Report on the Status of the University Club by Michael Gargano, Assistant Vice President for Student and Academic Support Services
- (5) Report on the Medical School and Health Sciences by Dean John F. Williams
- (6) General Business:
 - (a) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
 - (b) Interim Reports of Senate Standing Committees
- (7) Brief Statements (and Questions)
- (8) Adjournment

Dennis L. Geyer
Dennis L. Geyer
Secretary